

# MARINE CORPS AIR STATION STRATEGIC OPERATIONAL PLAN



MARCH 2003



# MCAS Yuma's Strategic Operational Plan

## Executive Summary from the Commanding Officer

Marine Corps Air Station Yuma's Strategic Operational Plan 2003 will chart our path towards a commitment to excellence. It has been developed in a structured and deliberate effort by the senior leadership of this Command. The strategic planning group members are personally involved in all aspects of this operational plan with continued discussions, reviews, updates, directions and actions as we move towards our vision. The success of the plan is not determined by words on paper, but through the hard work and dedication of everyone realizing a stake in the outcome.

Strategic Operational Plan 2003 represents our enterprise, or "corporate" level strategy and is intended to provide a focus critical to our sustainment and improvement. The plan provides an opportunity to unify management, employees, stakeholders and customers through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how we will measure our progress and levels of success.

The six strategic goals presented, as annexes in the plan are the catalyst through which the plan will become dynamic. These annex plans, developed at the departmental staff level are formulated to add specifics ("the how") to the enterprise plan both within and across departmental lines. Progress toward the accomplishment of goals and objectives associated with the annexes will be closely monitored.

More than ever, we have to think "art of the possible". The reality is we might not have enough time, money or people as our work environment becomes unpredictable due to mission changes, budget constraints, the pending threat of war and our focus on Anti-Terrorist Force Protection. Each of you should keep the thoughts, principles, and goals in these documents a part of your daily lives. Read, understand, and discuss them as you take our Station forward in the future as the "premier aviation-training range complex" force-in-readiness.

Mission first. People Always.



J.J. COONEY  
COLONEL, U.S. MARINE CORPS  
COMMANDING OFFICER, MARINE CORPS  
AIR STATION YUMA

# MCAS Yuma's Strategic Operational Plan

---

## Table of Contents

---

### Executive Summary

### **Strategic Operational Plan**

1	Situation
1a	General
1b	Goal
1c	Strategic Planning Group
1d	Strategic Planning Outcomes
2	Mission
3	Execution
3a	Commanding Officers Intent
3b	Concepts of Operations
3c	Annex Team Leadership
3d	Strategic Goals
3e	Operational Constraints
3f	Commanding Officers Critical Information Requirements
3g	Coordinating Instructions
4	Administration and Logistics
4a	Administration
4b	Logistics
5	Command and Signal
5a	Command
5b	Signal

Annexes	Strategic Goals
---------	-----------------



# MCAS Yuma's Strategic Operational Plan

## 1. Situation

a. General. Develop and deploy the 2003 Marine Corps Air Station (MCAS) Yuma's Strategic Operational Plan. There are six major strategic goals to realize our vision. Associated with each goal are a number of objectives and strategies that focus our efforts. Our vision and goals are grounded and linked with the Marine Corps Strategy 21 and the Marine Corps' Installation 2020.

b. Goal. To gain and maintain operational tempo; senior staff officers, department heads and their staffs must be involved in all modes and levels of strategic operational planning by ensuring a constant flow of information vertically within the chain of command and laterally among staff sections. The Strategic Operational Plan for MCAS Yuma presents our vision for the future with our primary and common focus directed towards our tenant units, deployed units, employees and our families.

c. Strategic Planning Group (SPG). The SPG is composed of Department Heads and senior MCAS staff members. The purpose of the SPG is to provide executive guidance and steering in accordance with the Commander's intent for this Strategic Operation plan.

### (1) Group Members are:

Commanding Officer	Legal Officer
Executive Officer	MCCS Director
MCCS Director	Comptroller
S-1 Officer	Community Planning and Liaison Officer
S-3 Officer	Range Management Officer
S-4 Logistics Officer	Environmental Officer
S-6 Officer	Business Performance Officer Facilitator
Facilities Maintenance Officer	

### Advisory Members

Safety Officer	Security Officer
----------------	------------------

### (2) Responsibilities and Tasking for the SPG.

- (a) Conduct an annual review and update of the Strategic Operational Plan.
- (b) Ensure the Strategic Operational Plan is the basis of decision making by providing prioritized recommendations to the Commanding Officer for:
  - a Budget - Planning/Execution
  - b Organization Structure & Personnel
  - c Facility Master Plan - Planning/Execution
  - d Information Technology

## MCAS Yuma's Strategic Operational Plan

(a) Meet monthly (or as needed) to receive progress updates from Annex Team Leaders and provide recommendations to the Commanding Officer for continued guidance and steering.

d. **Strategic Planning Outcomes.** The strategic planning process required the consideration and development of various planning elements and fundamentals, which are designed to provide overall guidance and direction with respect to attaining our Vision.

(1) Mission Statement describes the main purpose of the organization. Our mission accounts for the reason why we “open our doors” each day.

### **MCAS YUMA'S MISSION STATEMENT**

**Provide aviation ranges, support facilities and services that enable our tenants, other Marine Corps commands, visiting military and interagency forces to enhance their mission capability and combat readiness.**

(2) Vision Statement describes where the Station expects to be in 5 – 10 years after it accomplished all of its goals.

### **MCAS YUMA'S VISION STATEMENT**

**A highly skilled and motivated organization of Marines, Sailors, and civilians providing the premier aviation-training complex that exceeds Marine Corps and national defense requirements.**

(3) Desired End States of the Vision operationally defines our envisioned future.

### **MCAS YUMA'S DESIRED END STATE**

- 1 Provide state of the art multi-purpose ranges and targets with connectivity to other ranges and bases.**
- 2 Provide flexible, responsive and proactive support for current/future mission requirements.**
- 3 Continue modernization of our facilities by building out and properly maintaining the Facilities Master Plan.**
- 4 Build and maintain communications networks robust enough to support electronic requirements needed to use the newest technology in relation to the facilities master plan and evolving support requirements.**
- 5 Provide responsive and quality support services for everyone.**

(4) Strategic Planning Assumptions on the current situation or presumptions of the future course of events are understood to be true in the absence of positive proof at this time. They are to be applied in the planning and decision making process necessary in making future course of action evaluations.

**MCAS YUMA'S STRATEGIC PLANNING ASSUMPTIONS**

- 1 The importance of MCAS Yuma will stay the same or increase to the year 2010.**
- 2 Civilian joint use of the airfield will remain.**
- 3 Funding will remain relatively constant.**
- 4 Yuma will become and remain a 90% (T/O) pro-share command for uniform staffing.**
- 5 Joint Strike Fighter will replace AV-8B at MCAS Yuma.**
- 6 There will be dramatically different operational and transitional impacts when the MV-22 deploys here for training.**
- 7 The mission, role and status of MAWTS-1 will continue.**
- 8 Our Ranges will remain "aviation" training ranges.**
- 9 MCAS Yuma basing will remain the same or increase.**
- 10 Environmental constraints will continue to grow.**
- 11 The Yuma community will continue to grow resulting in encroachment concerns.**
- 12 Commercial aviation cargo operations will increase at Yuma International Airport.**
- 13 Command relationships will remain the same.**

(5) Core Values and Guiding Principles are contributors to our cultural transformation and further intended to assess the overall level of success of the organization.

**MCAS YUMA'S CORE VALUES & GUIDING PRINCIPLES**

**Honor, Courage and Commitment**

**WE WILL ACCOMPLISH OUR MISSION:**

**By being mindful of our oath to support and defend the Constitution of the United States, and by committing ourselves to the Nation and our proud traditions and heritage.**

**By maintaining the highest standards of ethical, moral, and professional conduct.**

**By providing continuous leadership through the chain of command, delegating authority to the lowest appropriate level, and maintaining open communication.**

**By developing our people professionally, physically, mentally and morally through continuous education and training.**

**By continually enhancing the quality of life.**

**By preserving and protecting the ecological and cultural resources entrusted to us.**

**By maintaining quality relations with the local communities and agencies.**

**By being innovative and continuously assessing the needs of those we serve, focusing toward improvement.**

## MCAS Yuma's Strategic Operational Plan

(6) Customers and Stakeholders are the end users of our products and services.

### MCAS YUMA'S CUSTOMERS AND STAKEHOLDERS

#### **TENANTS**

**Marine Corps Units  
Other Military Units  
Organizations  
Family Members**

#### **DEPLOYED UNITS**

**Marine Corps  
Naval Aviation  
Other Gov't Agencies  
NATO Forces**

#### **OTHER**

**Higher Headquarters**

#### **STATION PERSONNEL**

**Military  
Civilian  
Family Members**

#### **COMMUNITY**

**YCAA  
Retirees  
Emergency Services  
Local Governmental  
Agencies**

(7) Products and Services. The tangible products or services provided to our customers.

### MCAS YUMA'S PRODUCTS AND SERVICES

**1 Airfield Operations & Facilities - Provide an airfield to serve as a base of operations that offers support for aviation and aviation related training to support mission requirements.**

**2 Multi-Mission Aviation Training Ranges & Support Operations - Provide aviation ranges and range related services (e.g. instrumentation, TACTS, scheduling) to support unit mission training.**

**3 Infrastructure & Logistics - Provide buildings, roads, utilities, communication systems, environmental oversight, basic skills training facilities and other products and services that support the mission.**

**4 Personnel Support Services - Provide administrative and quality of life services to military and family members in support of the mission.**

(8) Strategic Goals. High-level outcomes, which the installation commits to accomplishing over the long term. The SPG believes that these goals (See section 3d), if completed, will help the installation achieve its vision.

2 . Mission. Over the next ten years systematically bridge the gap between our current missions towards our envisioned future.

### 3. Execution

a. Commanding Officer's Intent. This document will be the basis for decision making and planning at all levels within the Command. It is my intent for this plan to be a living document that provides the Air Station Department Heads the focus to accomplish our goals. Our goals and objectives will be reviewed quarterly and updated annually. It is also my intent to link the goals and objectives in this document to the Installation Scorecard utilizing better business practice tools such as our Activity Based Costing (ABC) model and use it to evaluate the Air Station's performance. Anti-Terrorism Force Protection, Safety and Operational Risk Management will be an integral part in the accomplishment of each goal and objective.

b. Concepts of Operations. The deployment and achievement of the strategic operational plan will be a continuous effort managed and monitored by the Strategic Planning Group and appointed Annex Team Leaders. The SPG provides the oversight of the Strategic Operational Plan and the Annex Team Leaders provide the detailed execution of the decision making process.

c. Annex Team Leadership. The Annex Team Leaders will be senior department heads assigned the responsibility of planning, coordinating and execution of the MCAS Yuma's strategic planning goals. Annex Team Leaders will function across department boundaries under the direction and authority of the Commanding Officer.

(1) Assigned Annex Team Leaders are:

Annex A – Range Management Officer  
Annex B – Airfield Operations Officer  
Annex C – Facilities Management Officer and Logistics Officer  
Annex D – H&HS Commanding Officer and MCCS Director  
Annex E – Environmental Officer  
Annex F – Community Planning and Liaison Officer

(2) Responsibilities/Tasks of Annex Team Leaders:

- (a) Responsible for the planning, coordination, and implementation of a specific strategic goal as outlined in the Annexes.
- (b) Work with their cross functional teams in the development of detailed objectives in support of their goals.
- (c) Develop and monitor the implementation of objectives, tasks and action items in support of the strategic goal annexes.
- (d) Ensure that Anti-Terrorism Force Protection, safety and operational risk management are an essential part of each annex.
- (e) Develop performance metrics for each of the strategic goals and objectives, with the intention to begin to manage by these measures.

- (f) Identify, via the SPG, resource requirements for the execution of their annex (e.g. personnel issues, budget issues, facility issues, etc. are discussed across functions).
- (g) Provide status briefs monthly to the SPG as their team's progress with the development and implementation of appendixes to each Annex.
- (h) Update and publish revised annexes annually.

d. Strategic Goals.

**(1) Provide state-of-the-art, multi-purpose aviation training ranges to meet joint and service specific requirements. (See Annex A)**

- (a) **Strategic Goal Requirements.** To provide specific requirements (e.g. electronic warfare, no drop bombing, ACM capability, connectivity from range to MCAS and to other users and protection from encroachment). To pursue more information from the customer - they need to tell us what their requirements are so the Air Station can adequately plan and request associated funding, IR and NVG targets.
- (b) **Focus of Effort.** Our primary focus will be directed towards the tenant units aboard MCAS Yuma and recurring Fleet Marine Force users, to meet their tactical training requirements. Our secondary focus will be towards other Department of Defense users.
- (c) **Boundaries.** Our boundaries will comprise the physical assets aboard the air station, the ground and airspace within the Yuma Training Range Complex that we manage and schedule, and future planned expansion of physical assets and airspace.
- (d) **Annex A's Strategic Objectives.**
  - 1. Enhance range capability
  - 1. Enhance range availability
  - 2. Efficiency of scheduling, control and reporting
  - 3. Operational Feedback

**(2) Provide airfield operations and associated support functions that meet or exceed the requirements of tenant and deployed units. (See Annex B)**

- (a) **Strategic Goal Requirements.** Basic operations of the Air Station (weather, tower, CFR, Air cargo, PAX terminal, TACTS Range, transportation management, transient hangers and barracks, dining facility, air field hours, etc.)
- (b) **Focus of Effort.** Our primary focus will be directed to our tenant squadrons meeting their training requirements, to include, the Weapons and Tactics Instructors course. Our secondary focus will be directed to our deployed units throughout the year.
- (c) **Boundaries.** Our boundaries will comprise the physical assets aboard the air station, the airspace currently under our control and future planned expansion of physical assets and airspace.

**(d) Annex B's Strategic Objectives.**

1. Maximize tenant and deployed services.
2. Prepare for planned airspace expansion.
3. Transition to civilian services where appropriate.
4. Maintain current support for the Joint Operational Support Aircraft Center (JOSAC).
5. Examine current Mutual Aid Agreements.

**(3) Provide the highest quality Air Station Facility, through an integrated and aggressive installation support and logistics management program. (See Annex C)**

**(a) Strategic Goal Requirements.** Building a stronger team between logistics, facilities, and Base Services Department (BSD) to work closely together to provide all the functions and facilities to meet infrastructure requirements and needs.

**(b) Focus of Effort.** Enhance Infrastructure and the day-to-day service support functions and ensure are we responding to the customers.

**(c) Boundaries.** The physical property boundaries of MCAS Yuma includes the main base, Cannon Air Defense Complex (CADC), Lake Martinez, Camp Billy Machen, the Chocolate Mountain Aerial Gunnery Range (CMAGR), and the western portion of the Barry M Goldwater Range (BMGR).

**(d) Annex C's Strategic Objectives.**

1. Create a consolidated Installations and Logistics Department
2. Develop a WEB-based system to view and/or initiate logistics requirements and check status.
3. Identify facilities requirements, secure funding and accomplish facilities work
4. Reduction of occupant damage to facilities and enhance appearance of the Station
5. Provide base services support
6. Provide a proactive energy conservation program

**(4) Improve quality of life by focusing on readiness and welfare of our Marines, Sailors, Civilians and Family members. (See Annex D)**

**(a) Strategic Goal Requirements.** Seek ways to improve the quality of life of our Marines, Sailors, Civilians, and their families by systematically optimizing personal and professional readiness, and welfare. By doing so, we seek to maximize the productivity of our workforce, the combat capability of our tenant units, and by developing better service and family members, increase the overall readiness of the Marine Corps.

**(b) Focus of Effort.** The emphasis is placed on Readiness as defined by Professional Competence—Deployability—Family Readiness. Within the scope of the individual's position, this concept also applies to civilian employees.

## MCAS Yuma's Strategic Operational Plan

(c) **Boundaries.** The term “quality of life,” is defined as Combat Readiness for both service members and their families, while simultaneously ensuring high quality services, facilities, and support structures.

(d) **Annex D's Strategic Objectives.**

2. Service Member Readiness
1. Family Member Readiness
2. Civilian Employee Readiness
3. Facilities and Services
4. Personnel Sponsorship Program
5. Joint Reception Center (JRC)
6. FAP Oversight Program
7. Facilities and Services Command Steering Group

**(5) Provide successful environmental stewardship through compatible land usage, environmental security and planning. (See Annex E)**

(a) **Strategic Goal Requirements.** To provide successful environmental management for the complete operation of the Marine Corps Air Station Yuma.

(b) **Focus of Effort.** Our emphasis will be on environmental security and stewardship. Environmental security is defined as compliance and pollution prevention. Environmental Stewardship is defined as a responsibility of taking care of natural and cultural assets.

(c) **Boundaries.** The physical property boundaries of MCAS Yuma includes the main base, Cannon Air Defense Complex (CADC), Lake Martinez, Camp Billy Machen, the Chocolate Mountain Aerial Gunnery Range (CMAGR), and the western portion of the Barry M Goldwater Range (BMGR).

(d) **Annex E's Strategic Objectives.**

1. Demonstrate leadership in environmental compliance, protection and enhancement.
2. Provide a continuous program of comprehensive education and training.
3. Implement pro-active environmental pollution programs.
4. Natural, Cultural Resources, National Environmental Policy Act (NEPA) and Range Compliance.

**(6) Facilitate mission accomplishment through improved community relations. (See Annex F)**

(a) **Strategic Goal Requirements.** Work with the community in a synergistic effort, now and in the future, to ensure that mission accomplishment from MCAS Yuma is never endangered.

(b) **Focus of Effort.** Control and manage to the maximum extent possible any form of encroachment that could negatively impact on the ability of mission accomplishment by units operating out of MCAS Yuma.

(c) **Boundaries.** The “community” we deal with is outside the fence.



## MCAS Yuma's Strategic Operational Plan

### **(d) Annex F's Strategic Objectives.**

1. Preserve operational integrity of MCAS Yuma and Yuma Training Range Complex by improving working relationships with community counterparts.
2. Cultivate community relations to build and foster a positive image about MCAS Yuma's mission.
3. Improve coordination and promote partnerships and agreements between MCAS Yuma and the local community.

### **e. Operational Constraints.**

- (1) Each strategic goal will require substantial commitment of resources. Further analysis and development must be completed prior to an accurate assessment of the impact of these operational, organizational or resource related constraints and how they will affect the concept of operations and task.
- (2) Overall Strategic Plan accomplishments will be met by the incremental and systematic implementation of the aforementioned strategic goals outlined and detailed in Annexes A through F.
- (3) Strategic Operational Plan is to be considered a working document, which will evolve with ongoing command guidance and detailed departmental level planning and execution. Phasing for planning, implementation, and evaluation will hinge on the availability of required resources, facilities, and policy guidance from higher headquarters.
- (4) The specific target dates for initial implementation of objectives are contained in each Annex.

### **f. Commanding Officer's Critical Information Requirements. Higher Headquarters guidance, current resources and future budgets, and performance metrics.**

### **g. Coordinating Instructions. The MCAS Yuma Strategic Operational Plan requires a coordinated, focused effort to ensure implementation. The plan recognizes that in order for the station to be successful in providing a premier aviation-training range complex collaboration and strong partnerships will be enhanced between various entities.**

## **4. Administration and Logistics.**

- a. Administration. The Business Performance Office facilitates the review, update and publishing of the Strategic Operational Plan.
- b. Logistics. The Strategic Operational Plan will be updated and published annually.

## **5. Command and Signal.**

- a. Command. This Strategic Operational Plan is effective the date signed.

## MCAS Yuma's Strategic Operational Plan

- b. Signal. This Strategic Operational Plan is applicable to Marine Corps Air Station, Yuma.

### **ANNEXES:**

**Annex A** - Provide state-of-the-art, multi-purpose aviation training ranges to meet joint and service specific requirements.

**Annex B** - Provide airfield operations and associated support functions that exceed the requirements of tenant and deployed units.

**Annex C** - Provide the highest quality Air Station Facility through an integrated and aggressive installation support and logistics management program.

**Annex D** - Improve quality of life by focusing on welfare and readiness of our Marines, Sailors, Civilians and Family members.

**Annex E** - Provide successful environmental stewardship through compatible land usage, environmental security and planning.

**Annex F** - Facilitate mission accomplishment through improved community relations.